

## Whitehorse Manningham Regional Library Corporation

# AGENDA

### Ordinary Meeting of the Board

**Wednesday 20 August 2025**

#### Notice of meeting

Notice is hereby given that an Ordinary meeting of the Whitehorse Manningham Regional Library Board will take place on **Wednesday 20 August 2025 at 4.00pm in the Koonung Room, Manningham Civic Centre, 699 Doncaster Rd, Doncaster .**

Sally Both

**Chief Executive Officer**

**Required Attendance**

Cr Hayley Weller (Whitehorse Council)  
Cr Peter Allan (Whitehorse Council)  
Cr Jim Grivas (Manningham Council)  
Cr Andrew Conlon (Manningham Council)  
Lisa Letic (Whitehorse Council)  
Lee Robson (Manningham Council)  
Nicola Nye (Whitehorse Community Representative)  
Alison Low (Manningham Community Representative)

**WMRLC Officers**

Sally Both (Chief Executive Officer)  
Tracey Olive (Manager Corporate Services)  
Jonathan Gosden (Manager Library Operations)  
Katie Norton (Manager Collections and Information Services)  
Julie Lawes (Manager Finance)  
Pooja Sareen (Manager Finance)  
Pat Wickramage (Manager Technology and Risk)

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**1. WELCOME AND APOLOGIES**

**2. STATEMENT OF ACKNOWLEDGEMENT**

Whitehorse Manningham Libraries acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land we are meeting on and we pay our respects to their Elders past, present and emerging and Aboriginal and Torres Strait Islanders from communities who may be present today.

**3. DISCLOSURES OF INTEREST/CONFLICTS OF INTEREST**

**4. MINUTES OF PREVIOUS MEETING**

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**Recommendation**

**That the Board adopts the minutes of the ordinary meeting held on 18 June 2025.**

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**Attachments**

Attachment 1 – Minutes of the Ordinary Board Meeting 18 June 2025.

**5. REPORTS**

**5.1 PUBLIC LIBRARY SERVICE TRENDS**

Verbal presentation by Jonathan Gosden, Manager Library Operations

**5.2 DRAFT LIBRARY PLAN 2025 – 2029 and ACTION PLAN 2025 – 2026 (for decision)**

Report prepared by: Sally Both, Chief Executive Officer

**Executive Summary**

The Library Plan 2025 -2029 sets direction for WML over the next four years. It responds to a changing world and growing community needs - digital inclusion, lifelong learning, climate resilience, and social connection. The Plan has been based on meaningful engagement with our community stakeholders and aligns with relevant evidence-based research and our member Council priorities. The Library Plan Action Plan 2025/26 identifies the key initiatives we will deliver in the FY2025/26 to achieve our strategic objectives. The Action Plan is delivered within the resourcing articulated in the 2025/26 Budget.

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## **Recommendation**

**That the Board endorses the Draft Library Plan 2025 – 2026 and Draft Library Plan Action Plan 2025/26 for the purposes of public inspection in accordance with the requirements of the Local Government Act 1989 (Vic).**

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## **Background**

The Library Plan 2025 -2026 sets the direction for the services delivered by Whitehorse Manningham Regional Library Corporation over the next four years. It responds to a changing world and growing community need for digital inclusion, lifelong learning, climate resilience, and social connection. The Library Plan has been based on meaningful engagement with our community stakeholders and aligns with relevant evidence-based research and our member Council priorities. The Library Plan Action Plan 2025/26 identifies the key initiatives we will deliver in the FY2025/26 to achieve our strategic objectives. Annual Action Plans will be developed for the subsequent years.

Our vision is to be a vibrant and inclusive library service that enriches our community. A place for all, evolving for now and the future. Five strategic goals will drive the direction of our services, collections and spaces:

- Value for community
- Inspiring places
- Services shaped by community
- Digital confidence and inclusion
- Climate resilience

The achievement of our goals will be enabled by our people, resources, partnerships and innovation.

## **Regulatory**

The Library Plan 2025 – 2029 and Action Plan 2025/26 meet the requirements of the *Local Government Act 1989 (Vic)* which requires regional library corporations to develop a Library Plan every four years following Council elections.

It is recognised, that in accordance with the requirements of the *Local Government Act 2020 (Vic)*, a decision on the future library service model will be made by our member Councils within the life of the Library Plan, and that the impact on Whitehorse Manningham Regional Library Corporation is unknown at the time of the Library Plan's development and adoption. The Library Plan will continue to set the direction for the services delivered by the Library Corporation until any relevant governance changes have been implemented.

## **Declaration of Interests**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

## **Attachments**

Attachment 2: Draft Library Plan 2025 - 2029

Attachment 3: Draft Library Plan Action Plan 2025/26

### 5.3 FINANCIAL STATEMENTS 2024/25 (for decision)

Report prepared by: Julie Lawes, Manager Finance

#### **Executive Summary**

The Financial Statements for FY 2024/2025 have been prepared in accordance with the Australian Accounting Standards, Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

The Board's in-principle approval is sought for the Financial Statements to be submitted to the Auditor General and for two board members to be authorised to certify the statements once any amendments or changes requested by the Auditor General have been made.

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#### **Recommendation**

**That the Board:**

- a) **gives in-principle approval for the Financial Statements to be submitted to the Auditor General; and**
- b) **authorises Crs Conlon and Allan, to certify the Financial Statements on behalf of the Board, once any amendments or changes requested by the Auditor General have been made.**

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#### **Background**

The Financial Statements constitute a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements.

The Audit and Risk Committee (ARC) have reviewed the draft Financial Statements for this period and discussed with the External Auditor.

#### **Regulatory**

The Local Government Act requires that the Board resolves to give approval for the Financial Statements to be submitted to the Auditor-General and authorises two Board Members on behalf of the Library Board to certify the Financial Statements once any amendments or changes requested by the Auditor General had been made.

The general purpose financial report complies with Australian Accounting Standards and interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

#### **Declaration of Interests**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

#### **Attachments**

Attachment 4: Draft Financial Statements 2024 – 2025

#### 5.4 FY24/25 Quarter 4 FINANCIAL REPORT (for decision)

Report prepared by: Julie Lawes, Finance Manager

##### **Executive Summary**

The Financial Report for FY 24/25 Quarter 4 (Attachment 5) is presented for the Board's endorsement.

Income from the State Government grant and user charges was unfavourable to budget, while income from Interest on Investments was favourable to budget. Expenditure for Employee Benefits and Utilities was favourable to budget. Other key variances are detailed in the Quarter 4 report attachment.

The Board adopted the FY 24/25 Budget on 22 May 2024. The Library Corporation has successfully achieved savings this year to bridge the funding gap. At 30 June 2025 the year end result is an overall net negative result.

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##### **Recommendation:**

**That the Board adopts the FY 24/25 Quarter 4 Financial Report.**

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##### **Strategic Link**

Quarterly financial reporting to the Board supports the delivery of the Library Plan 2021 -2025 Goal 4: Performance  
Key Strategy 4.2 Employ sound financial management practices

##### **Declaration of Interests**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

##### **Attachments**

Attachment 5: FY 24/25 Quarter 4 Financial Report

#### 5.5 INSTRUMENT OF DELEGATION (for decision)

Report Prepared by: Sally Both, Chief Executive Officer

##### **Executive Summary**

The Board's endorsement is sought for an adjustment to the *Instrument of Delegation - Schedule of Authorisation* following a personnel change. The change proposed pertains only to the *Schedule of Authorisation*, no changes are proposed to the *Instrument of Delegation to the Chief Executive Officer* and no increases to the monetary delegations are proposed.

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##### **Recommendation:**

**That the Board adopts the new *Instrument of Delegation to the Chief Executive Officer and Schedule of Authorisation* and revokes the Instrument dated 19 March 2025.**

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**Regulatory Impact**

The *Instrument of Delegation* is a requirement under Section 197B of the Local Government Act 1989. The *Instrument of Delegation* is an important administrative tool available to the Corporation and allows for the efficient and effective functioning of the organisation.

The existing *Instrument of Delegation* was adopted in March 2025. The *Schedule of Authorisation* requires adjustment following a change in personnel at the manager level. The instrument will come into force immediately upon the Corporation's common seal being affixed to the instrument and the instrument dated 19 March 2025 will be revoked.

**Financial Impact**

There are no increases proposed to the monetary delegations.

**Declaration of Interests**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

**Attachments**

Attachment 6 – Instrument of Delegation to the Chief Executive Officer

**5.6 CEO REPORT**

Report prepared by: Sally Both, Chief Executive Officer

**Executive Summary**

Community engagement with library services has increased with more people visiting library branches, using the public Wi-Fi and computers, attending library programs and accessing digital collections and resources. Reported Health and Safety incidents declined in quarter four due to a number of temporary access suspensions in place. Total incidents reported in FY 24/25 are significantly higher than the previous year and reflect the trend being experienced industry wide in customer service area.

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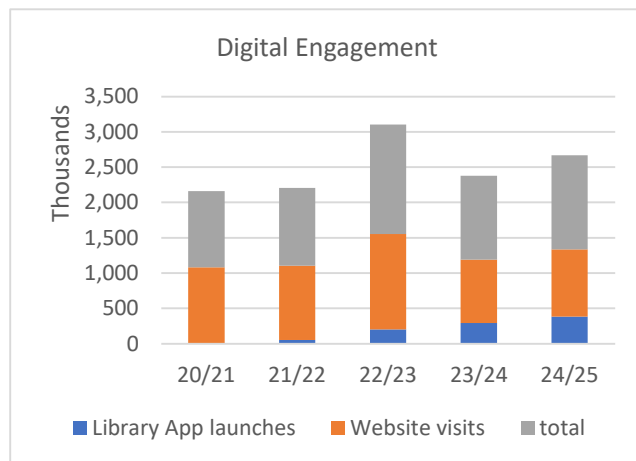
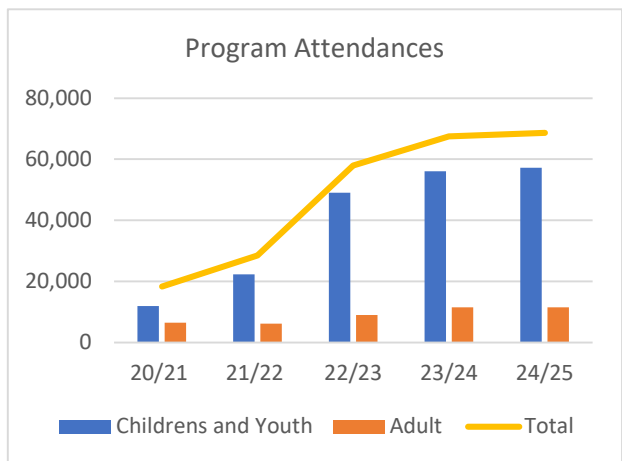
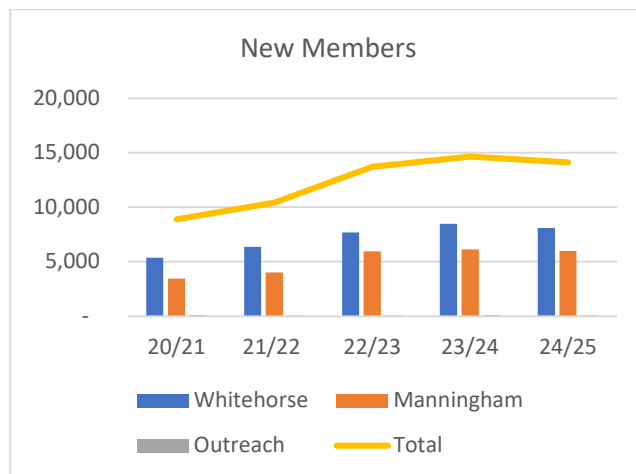
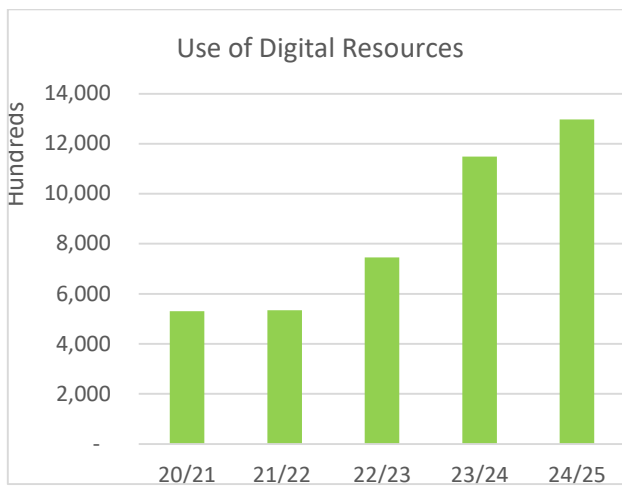
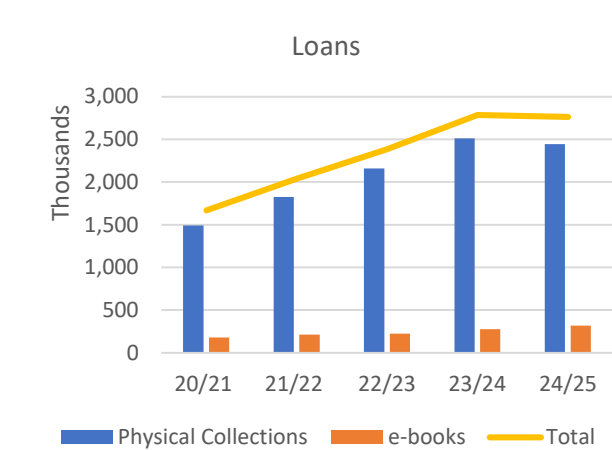
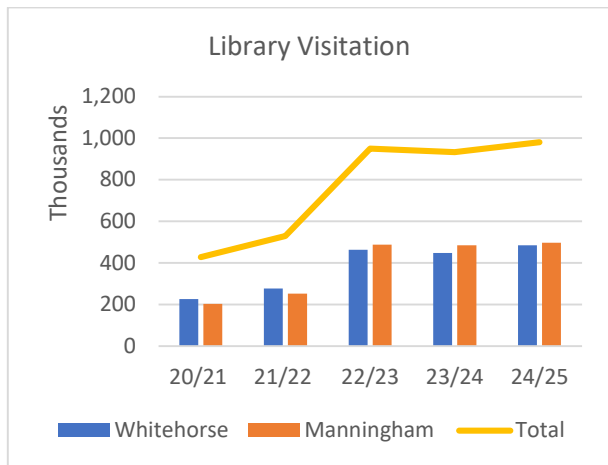
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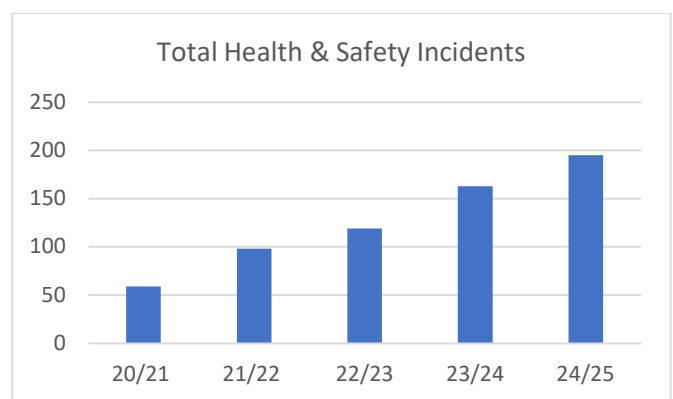
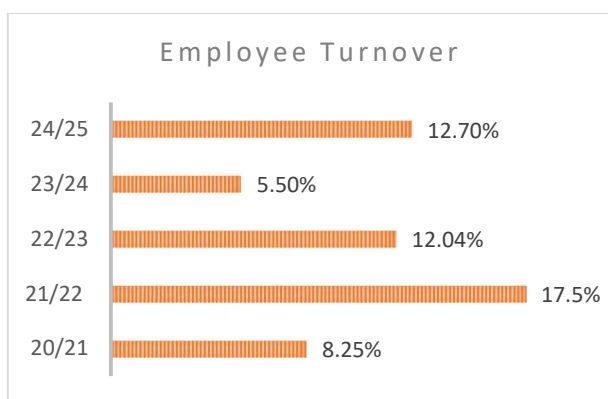
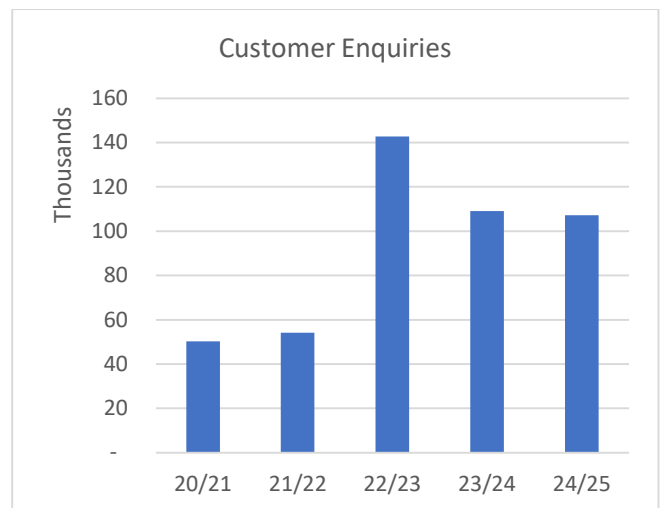
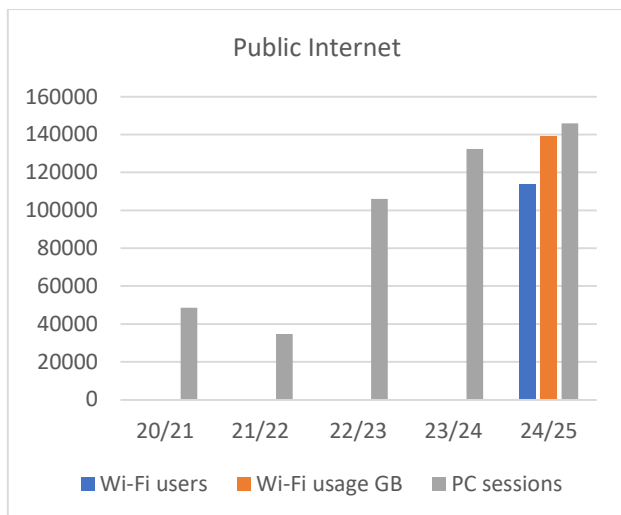
**That the Board notes the FY 2024/25 Quarter 4 CEO report.**

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**5.6.1 Q4 Key Performance Indicators Dashboard**

- Library Visitation increased by 5% compared to the previous year
- Loans of physical items declined a little while loans of eBooks grew by 15% and use of all digital collection and information resources grew overall by 13%
- Demand for access to public internet services continues to grow, including use of public computers by 10%
- Engagement with library programs increased by 2%





**Performance dashboard notes:**

- Covid-19 pandemic impacted service commencing Jan 2020
- Box Hill Library closed for re-carpeting in Dec 2022
- Vermont South closed for switchboard works 2 weeks in Nov 2023
- The Pines closed for air-conditioner replacement 1 week in Nov 2023
- Vermont South closed for maintenance works 2 weeks in Dec 2024
- Doncaster Library closed for 2 weeks in August 2024 for building works
- Metrics changed for Customer enquiries in 23/24
- Metrics changed for Digital resources and Wi-Fi use from July 2024
- Activity includes Warrandyte and additional Manningham hours

## 5.6.2 Q4 Health and Safety Incidents

There were a total of 32 health and safety incidents (hazards, injuries, near miss and incidents) reported in FY24/25 Q4 (1 April – 30 June 2024) compared to 66 in Q3. The reduction was partially due to the suspension of a number of patrons with repeated poor behaviour.

FY24/25 total incident reports were 195, representing a 20% increase compared to the previous year.

<b>Q4 2024/25</b>		
<b>Type of incident</b>	<b>Number</b>	<b>Comments – Primary areas of concern</b>
Patron behaviour	15	Anti-social behaviour, theft, sexual harassment
Child Safety	1	Unattended child
Injury / Illness	10	Small cuts, bruises, older patrons presenting with illness/confusion
Building issue	3	Water intrusion, broken window, fire alarm
Workplace hazard	3	Tripping hazards
<b>TOTAL</b>	<b>32</b>	

<b>Branch</b>	<b>No of incidents</b>
ADMINISTRATION	1
BLACKBURN	0
BOX HILL	5
BULLEEN	5
DONCASTER	10
NUNAWADING	4
THE PINES	6
TECHNICAL SERVICES	0
VERMONT SOUTH	1
WARRANTYTE	0
<b>TOTAL</b>	<b>32</b>

<b>Police Attendance required</b>	<b>No of incidents</b>
Yes	5
No	27
<b>Total</b>	<b>32</b>

Treatment plans enacted to assist in incident management:

- Local Law 4 – Access and Conduct
- Unattended Children Policy
- Child Safe Policy
- Escalation steps for inappropriate behaviour
- Public Access Technology Conditions of Use
- Occupational Health and Safety Policy & Safe Operating Procedures
- Employee Assistance Program
- 0 patrons issued with temporary access suspensions in this quarter – 3 still in place

#### **OHS Training in Q4:**

- OHS Law for Managers and Supervisors
- Mental Health first aid – 9 staff in attendance
- Conflict resolution training for front line staff – 9 staff in attendance
- First Aid training – 5 staff in attendance

**Strategic Link**

The CEO report relates to the achievement of the Library Plan 2021- 2025 Goal 4: Performance - to be a flexible, resilient and high-performing organisation.

**Declaration of Interests**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

**Attachments**

Attachment 7: Q4 Library Activity

Attachment 8: Q4 Service Performance Review Report Card

## 6 CONFIDENTIAL REPORTS

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**Recommendation:**

**That the Board resolves to go into camera and close the meeting to the public in accordance with Section 89(2) of the Local Government Act 1989 due to reports containing confidential matters relating to contractual and personnel matters.**

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## 7. NEXT MEETING

<b>Date &amp; Time</b>	<b>Location</b>		<b>Key Agenda Items</b>
24 September 2025	Box Hill	Workshop	Risk Appetite
4pm 15 Oct 2025	Box Hill	Extra Ordinary meeting	Adoption of Annual Report and Library Plan 2025 - 2029
4pm 10 Dec 2025	TBA	Ordinary meeting	Election of Officer Bearers

## 8. CLOSURE

## **ATTACHMENT 1: MINUTES OF PREVIOUS MEETING**

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### **Meeting of the Board of the Whitehorse Manningham Regional Library Corporation**

#### **Minutes of Meeting No.168**

**Held on Wednesday 18 June 2025**

#### **PRESENT: Board members**

Cr Hayley Weller (Whitehorse Council) Chairperson  
Cr Peter Allan (Whitehorse Council)  
Cr Jim Grivas (Manningham Council) Deputy Chairperson  
Cr Andrew Conlon (Manningham Council)  
Lisa Letic (Whitehorse Council)  
Lee Robson (Manningham Council)  
Nicola Nye (Whitehorse Community Representative)

#### **In attendance: WMRLC**

Sally Both (Chief Executive Officer)  
Julie Lawes (Finance Manager)

*Meeting commenced at 4.15pm*

#### **1. Welcome and Apologies**

Apologies: Alison Low

#### **2. Statement of Acknowledgement**

Whitehorse Manningham Libraries acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land we are meeting on and we pay our respects to their Elders past, present and emerging and Aboriginal and Torres Strait Islanders from communities who may be present today.

#### **3. Disclosures of interest/conflicts of interest**

No disclosures of interests or conflicts of interest.

*Cr Grivas joined the meeting at 4.22pm*

#### **4. Minutes of Previous Meeting**

Motion:

That the Board adopts the minutes of the Ordinary Meeting held on 21 May 2025.

Moved: Cr Allan

Seconded: Lisa Letic

Carried

#### **5. REPORTS**

##### **5.1 2025/26 Budget**

Motion:

That the Board adopts the 2025/26 Budget and Strategic Resource Plan as contained in Attachment 2.

Moved: Cr Conlon

Seconded: Cr Allan

Carried

## **5.2 Urgent Business**

Lisa Letic introduced a late item in relation to the provision and sharing of WMRLC financial data.

Motion:

That, in principle, the Board authorises the CEO to provide financial information to Whitehorse City Council and Manningham City Council regarding WMRLC's operations for the purposes of:

- conducting financial modelling and analysis; and
- considering new service models for regional library services in the future,
- and to extend consent to share the above information with third parties, subject to appropriate controls being in place to protect data, privacy and commercially sensitive information of WMRLC.

Moved: Cr Allan

Seconded: Nicola Nye

Carried

## **6. Confidential Reports**

No reports

## **7.Next Meeting**

- 20 August Ordinary meeting
- 15 October Extraordinary meeting
- 10 December ordinary meeting

## **8. Meeting closed 4.43 pm**

Signed as a true and correct record

Chairperson

Date

## **ATTACHMENT 2: DRAFT LIBRARY PLAN 2025 - 2029**

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Published separately

Whitehorse Manningham Libraries  
Library Plan 2025 – 2029

**Library Plan  
Action Plan 2025/26  
DRAFT**

# Library Plan

## Action Plan 2025/26

### Introduction

The Library Plan 2025 -2029 sets our direction for the next four years. It responds to a changing world and growing community needs - digital inclusion, lifelong learning, climate resilience, and social connection.

Each year Whitehorse Manningham Libraries will also create a Library Plan Action Plan which identifies the key initiatives we will deliver to achieve our strategic objectives. Action Plans are delivered within the resourcing articulated in the Annual Budgets.

The Library Plan Action Plan 2025/26 should be read together with the Library Plan 2025 - 2029.

The Library Plan 2025 – 2029 and Action Plan 2025/26 meet the requirements of the *Local Government Act 1989 (Vic)* which requires regional library corporations to develop a Library Plan every four years following Council elections.

# Library Plan Action Plan 2025/26

## Goal 1: Value for community

We've expanded outreach, built stronger partnerships, and shaped services around life stages —reaching people where they live, learn, work and gather, and delivering value through connection, opportunity and belonging.

This means our libraries are not just places people visit, but trusted public services that reach into the community - especially where people might otherwise miss out. We will focus on being where people are, building local partnerships, and designing programs that help people feel they belong. Whether it's a young parent at home, a newly arrived migrant, or someone navigating a major life transition, our library will feel open, supportive, and genuinely connected to them.

### The strategic priorities we will focus on:

#### 1.1 Target partnerships that reduce duplication and increase reach

Work with local community organisations to co-design and deliver joint initiatives that meet shared goals and extend our reach into the community. Strengthening partnerships with community organisations, service providers and councils to co-design joint initiatives. These partnerships will help us avoid duplication and extend our presence into new parts of the community - particularly where there are gaps. Together, we'll create more targeted and impactful services that respond to shared goals.

#### 2025/26 Actions:

- Deliver *Libraries After Dark* programs at Box Hill and Doncaster Libraries aimed at reducing loneliness and isolation – key risk factors for gambling harm.
- In partnership with other library services create collaborative communities of practice and learning opportunities to enhance staff skills and knowledge.

#### 1.2 Expand outreach to underrepresented and isolated groups

Focus on people who are less likely to walk through the library doors - those who may be socially isolated, digitally excluded, or disconnected from local services. By testing different outreach approaches, including pop-ups and programs delivered in community settings, we will meet people where they are. These flexible models will help reduce access barriers and connect more people with library services, while balancing the need to manage resources effectively.

#### 2025/26 Actions:

- Develop an outreach plan identifying targeted groups and outreach format options.

#### 1.3 Design services that create connection

Continue to design and deliver services that support community connection and belonging. This includes prioritising initiatives that respond to key life stages - such as early years, retirement, settlement or job transitions - and offering support in locations that are familiar, trusted, and easy to access. By working in and with other community spaces, we help people feel included, seen, and supported in ways that reflect their real lives.

2025/26 Actions:

- In collaboration with community partners co-design and deliver *Community Cohesion* initiatives.

## Library Plan Action Plan 2025/26

### Goal 2: Inspiring places

Our libraries aren't just buildings. They're safe, trusted public spaces where people come to learn, connect, get support, and find inspiration. They can adapt and change to deliver value to our community.

Many of our libraries are ageing and under pressure. To stay relevant and useful, we need spaces that are flexible, accessible, and designed for the way people live, work, and learn today. That means working closely with our Council partners to invest in upgrades, improve accessibility, and make sure our buildings support a wide mix of uses - from quiet study and digital access to community gatherings and cultural programs.

We're focused on making our libraries fit for purpose - welcoming and inspiring spaces that support real community needs now and in the future.

#### The strategic priorities we will focus on:

##### 2.1 Advocate for long-term investment in library infrastructure

Work alongside our partner Councils to ensure our library infrastructure remains excellent, adaptable, and resilient into the future. This includes ongoing maintenance as well as upgrades and redesigns that reflect changes in how our community uses libraries. This includes demonstrating and showcasing the role libraries play in health, learning, resilience, and connection, and why sustained investment matters.

2025/26 Actions:

- Partner with member Councils in lead up to state government elections to advocate for increased investment in Living Libraries Infrastructure grant program.
- Celebrate 75 years of Box Hill Library showcasing its enduring relevance as a hub of learning, creativity, and connection — a place where generations have gathered, grown, and imagined the future together.

##### 2.2 Evolve library spaces to support diverse community uses

Listen and respond to community through offering multi-purpose spaces that cater to different community needs. We will listen to what our community needs and adapt our spaces to support a wide range of uses. This includes flexible layouts, spaces for group and quiet activities, and multipurpose rooms that can support everything from cultural events to job support drop-ins.

2025/26 Actions:

- In partnership with Manningham Council, implement improvements to Bulleen Library.
- Box Hill training room upgrade – installation of interactive screen & camera setup for online training sessions.
- Review physical collection proportions and footprint at each library branch.

### **2.3 Ensure library spaces and services are accessible and inclusive**

Respond to the changing shape, needs, and demographics of our communities through thoughtful, inclusive design. This includes review and redesign with inclusion in mind, considering physical access, sensory needs, cultural safety, and changing demographics. This means making sure every person can enter, feel welcome, and use the space in ways that meet their needs.

#### **2025/26 Actions:**

- Develop proposal to improve safe and efficient systems for return of physical collection items at Nunawading Library.
- Identify opportunities to reduce accessibility barriers to services, spaces and technology.

# Library Plan Action Plan 2025/26

## Goal 3: Services shaped by community

Our services and collections are shaped by what our communities need and value. They support learning literacy and wellbeing, with a focus on reaching those facing barriers and responding to what matters most.

Libraries play a vital role in helping people thrive across all stages of life and enriching the cultural fabric of communities. From early childhood literacy to adult learning, health literacy to community wellbeing, our services help generate ideas, support skills, build confidence, and nurture connection. The most effective services are those that listen - responding to lived experience and local knowledge. That's why community voices are central to how we plan, deliver, and evolve what we offer.

### The strategic priorities we will focus on:

#### 3.1 Co-design services with community

Work with and alongside our diverse community members and local partners to shape services that are relevant, inclusive, and meaningful. This means listening well, sharing decision-making, and making space for diverse voices in how programs and collections evolve.

##### 2025/26 Actions:

- Development of Collection Management Strategy 2025 – 2029.
- Undertake a community survey in September/October 2025.

#### 3.2 Strengthen services that build life skills and wellbeing

Grow and evaluate services that support health and financial literacy. Through practical programs and collections, we help people build confidence, reduce stress and fully participate in modern life - while also sparking imagination and lifelong learning.

##### 2025/26 Actions:

- Participate in Culture Counts public libraries network to evaluate and measure outcomes of library programs.

#### 3.3 Continue to champion early literacy as a foundational focus

Prioritise early literacy as a strategic strength, recognising its long-term value for children, families, and community futures. This is about keeping early literacy at the heart of what we do, offering programs that support children and families in building strong foundations for learning, connection, and future opportunity.

##### 2025/26 Actions:

- Review our early literacy program offering

# Library Plan Action Plan 2025/26

## Goal 4: Digital confidence and inclusion

We empower people to participate fully and safely in the digital world - ensuring no one is left behind, regardless of age, language, or ability.

Technology is central to how we live, learn, and connect but not everyone has equal access or confidence using it. Libraries play a critical role in closing the digital divide by providing tools, support, and a trusted place to build digital skills. Whether someone is getting online for the first time, using government services, or exploring new technologies, libraries have an important role in helping them feel confident and capable.

### The strategic priorities we will focus on:

#### 4.1 Ensure reliable, inclusive access to digital tools and technology

Provide accessible and consistent access to internet, computers, devices, and digital resources in all library branches. Providing opportunity for anyone to get online or access technology resources, no matter their circumstances.

##### 2025/26 Actions:

- Continue to upgrade and evolve our information technology systems and equipment across library branches to enhance access, availability and security.

#### 4.2 Deliver tailored digital learning that meets people where they are

Ensure everyone has the opportunity to participate in modern life by offering practical, hands-on digital support from basic skills to using essential online services like health, banking and government tools. This priority is about equity, inclusion, and making sure no one is left behind in a digital world.

##### 2025/26 Actions:

- Provide services, resources and programs that support digital inclusion and learning.

#### 4.3 Foster digital confidence and creativity

Create space for people to explore, experiment and engage with new technologies—building confidence, curiosity and digital literacy. This includes support to try emerging tools like AI, navigate online spaces safely, and think critically about digital content. It's about opening doors to opportunity and helping people actively participate in a connected world.

##### 2025/26 Actions:

- Plan for and deliver services and programs that enable access and exploration of new technologies and emerging digital tools and software.

# Library Plan Action Plan 2025/26

## Goal 5: Climate resilience

Our libraries contribute to a sustainable future through environmentally responsible practices, community resilience programs, and safe spaces in times of need.

Libraries are trusted public places where people turn in times of change and disruption. As climate challenges increase, libraries have a growing role in supporting both environmental sustainability and community preparedness. This means not only reducing our own environmental impact but also helping communities adapt and respond – through reliable information, inclusive services, and safe, supportive spaces.

### The strategic priorities we will focus on:

#### 5.1 Embed climate resilience and sustainable design into planning and operations

Integrate energy efficiency, sustainable materials, and climate-adaptive design into the way our libraries are planned, maintained, and upgraded. This includes reducing waste, managing resources wisely, and ensuring our buildings remain safe and functional in extreme weather.

##### 2025/26 Actions:

- Consider the quality standards proposed in the *Public Libraries and Sustainability in Victoria* report and how they might be applied in our libraries.
- Implement changes to our information technology infrastructure and hardware to reduce energy consumption.

#### 5.2 Deliver services that build community capability in sustainability

Offer services and information that help people understand sustainability, prepare for emergencies, and take climate-smart actions in their daily lives. This includes community workshops, resource guides, and partnerships that bring expert knowledge into the library setting.

##### 2025/26 Actions:

- Introduce *Citizen Science Corners* at Warrandyte and Blackburn libraries.

#### 5.3 Position libraries as safe, supportive spaces during disruption and crisis

Make sure our libraries can serve as places of safety and connection during emergencies - whether it's heatwaves, storms, or local disruptions. This means planning for infrastructure that supports community use during crisis and preparing staff to respond with care and consistency.

##### 2025/26 Actions:

- Installation of digital signage and systems at libraries to support information updates on local disruptions, emergencies and events.

## **ATTACHMENT 4: FINANCIAL STATEMENTS 2024/25**

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Published separately

**QUARTERLY FINANCIAL BOARD REPORT  
QUARTER ENDING: 30 June 2025**

**1. Overview**

The Board adopted the FY24/25 Budget at its meeting on 22 May 2024.

This quarterly financial status report covers the period commencing on 1 July 2024 and ending on 30 June 2025 representing the full 2024/2025 Financial Year.

The report summarises the Corporation's financial performance. It includes an

- Income Statement
- Balance Sheet
- Capital Expenditure
- Cash Flow Statement

Depreciation.

The Corporation's assets include Library Collections, IT Equipment, Furniture and Equipment and Motor Vehicles. These monetary values of these assets decrease over a period of time based on their use, wear and tear and their currency. This decrease is measured as depreciation. The depreciable amount of an asset is the amount which must be allocated on a methodical basis over the asset's estimated useful life. It is a non-cash expense and is recognised in the profit and loss statement.

## 2. Income Statement

Income Statement to 30 June 2025	2024 2025 Budget \$	2024-2025 Actual \$	Forecast Variance \$	YTD Budget \$	YTD Actual \$	Variance \$
<b>INCOME</b>						
Council Contributions	9,991,482	9,991,482	0	9,991,482	9,991,482	0
Manningham Special Projects	0	568,926	568,926	0	568,926	568,926
State Government Grant	1,961,879	1,914,028	(47,851)	1,961,879	1,914,028	(47,851)
User Fees & Charges	124,140	133,520	9,380	124,140	133,520	9,380
Interest from Investments	120,000	157,997	37,997	120,000	157,997	37,997
Other Grants	139,451	155,652	16,201	139,451	155,652	16,201
<b>TOTAL INCOME</b>	<b>12,336,952</b>	<b>12,921,605</b>	<b>584,653</b>	<b>12,336,952</b>	<b>12,921,605</b>	<b>584,653</b>
<b>EXPENDITURE</b>						
Employee Benefits	8,534,834	8,439,299	95,535	8,534,834	8,439,299	95,535
Operating Expenses	1,827,614	1,829,574	(1,960)	1,827,614	1,829,574	(1,960)
Manningham Special Projects Grant	0	522,229	(522,229)	0	522,229	(522,229)
Expenditure	139,451	89,007	50,444	139,451	89,007	50,444
Depreciation	1,401,447	1,829,348	(427,901)	1,401,447	1,829,348	(427,901)
Net loss on disposal	483,183	560,070	(76,887)	483,183	560,070	(76,887)
<b>TOTAL EXPENDITURE</b>	<b>12,386,529</b>	<b>13,269,527</b>	<b>(882,998)</b>	<b>12,386,529</b>	<b>13,269,527</b>	<b>(882,998)</b>
<b>Surplus/Deficit</b>	<b>(49,577)</b>	<b>(347,921)</b>	<b>(298,345)</b>	<b>(49,577)</b>	<b>(347,921)</b>	<b>(298,345)</b>

### Commentary

#### (i) Income

- **State Government Public Libraries Funding** – There was no increase to the State Government funding. The Corporation received the same funding amount as the previous year resulting in a deficit of \$47,851.
- **Interest from Investments** – was \$37,997 favourable to budget.
- **Income from User fees and charges** was slightly higher than anticipated.

#### (ii) Expenses

- **Operating Expenditure**

All variances due to timing and/or within the 10% variance threshold with exception of:

- Salaries favourable to budget, factors include: the transfer to the Long Service Leave and Annual leave less than anticipated, redeployment of staff enabling the reduction in casual shifts and some vacancies not being filled immediately.
- Utilities favourable to budget due to savings in telephone costs and the cessation of gas charges at Vermont South following the upgrade to air-conditioning systems.
- Library Resources (excluding capital expenditure) unfavourable to budget due to increased costs associated with the supply of Newspapers and Magazines.

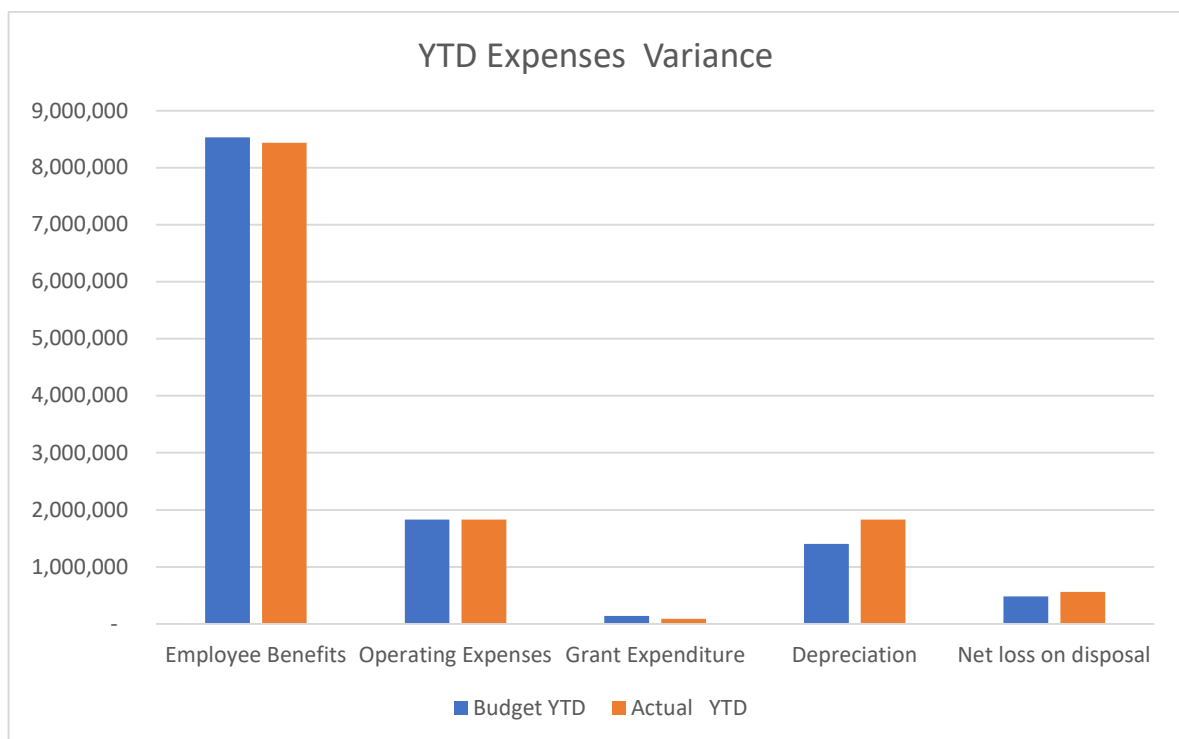
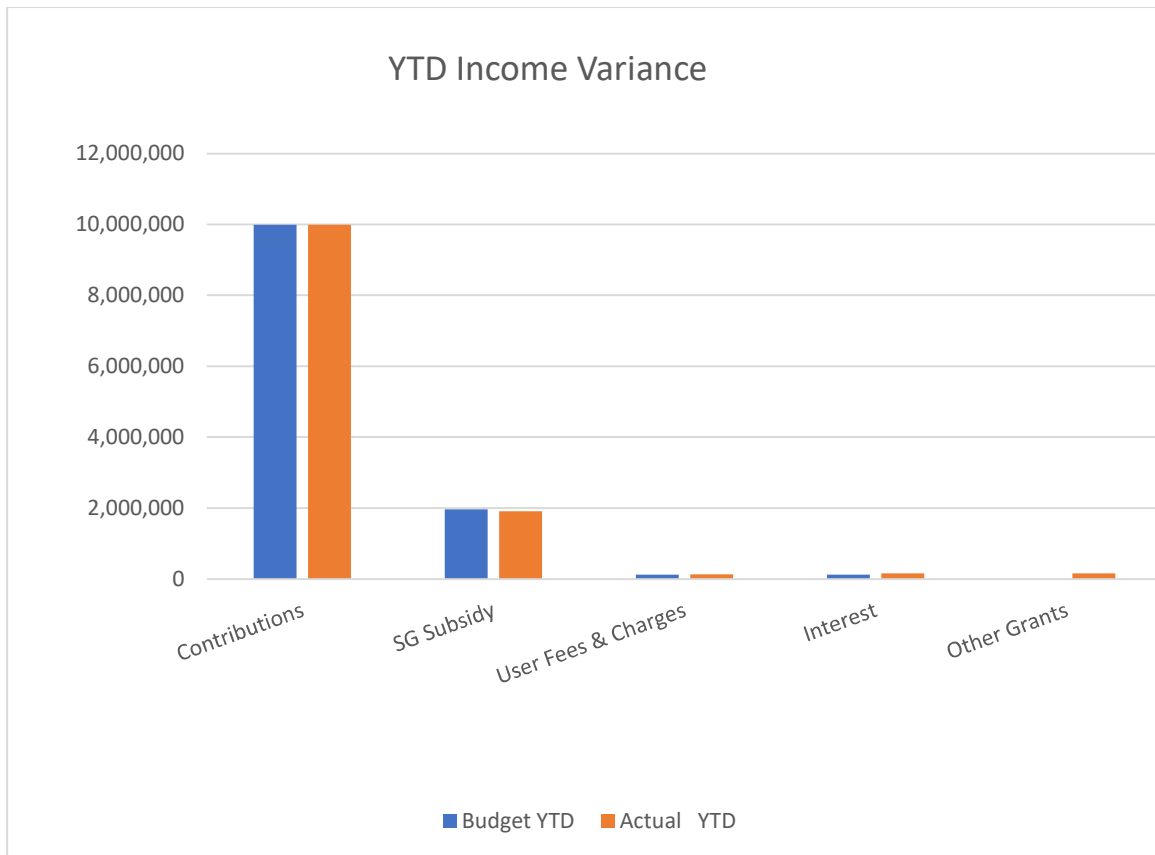
#### Capital Expenditure

A total of \$119,727 was carried over to fund projects identified in 2023/2024 but not completed. All capital funds were fully spent.

#### Grants

\$50,444 will be carried over to the new financial year for grant projects in progress.

<b>Conversion to Cash</b>	<b>Projected 2024-25</b>	<b>YTD Actual 2024-25</b>
Net surplus (deficit)	(398,002)	(347,921)
Add (less) cash costs not included in operating result		
Capital expenditure	(2,079,865)	(2,214,916)
<b>Sub total</b>	<b>(2,079,865)</b>	<b>(2,124,916)</b>
Add (less) non-cash costs included in operating result		
Depreciation	1,681,351	1,829,574
Loss on Disposal of Property, and Equipment	483,183	560,070
<b>Sub total</b>	<b>2,164,534</b>	<b>2,389,644</b>
Surplus (deficit) for the year	(216,969)	(83,193)
Accumulated surplus brought forward	845,476	628,507
Accumulated surplus carried forward	<b>628,507</b>	<b>545,314</b>



### 3. Balance Sheet

	2024/2025	2023/2024
Balance Sheet as at 30 June 2025	30-06-25	30-Jun-24
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	1,673,765	1,426,586
Money Market Restricted LSL	1,484,488	1,416,930
Receivables	167,466	125,574
Prepayments	137,485	75,600
Accrued Income	16,895	26,981
<b>Total Current Assets</b>	<b>3,480,099</b>	<b>3,071,671</b>
<b>Non-Current Assets</b>		
Resources and Equipment	8,083,588	8,363,088
<b>Total Non-Current Assets</b>	<b>8,083,588</b>	<b>8,363,088</b>
<b>Total Assets</b>	<b>11,563,687</b>	<b>11,434,759</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Payables	1,004,164	494,590
Provisions	1,755,902	1,800,566
<b>Total Current Liabilities</b>	<b>2,760,066</b>	<b>2,295,156</b>
<b>Non-Current liabilities</b>		
Provisions	159,946	148,007
<b>Total Non-Current Liabilities</b>	<b>159,946</b>	<b>148,007</b>
<b>Total Liabilities</b>	<b>2,920,012</b>	<b>2,443,163</b>
<b>Net Assets</b>	<b>8,643,675</b>	<b>8,991,596</b>
<b>Equity</b>		
Members Contribution	3,922,043	3,922,043
Accumulated Surplus (Deficit)	5,069,553	5,069,553
Surplus/Deficit This Year	(347,921)	-
<b>Total Equity</b>	<b>8,643,675</b>	<b>8,991,596</b>

#### Commentary

- Cash and Investments totalled \$3.1 million at 30 June. This includes a restricted investment for the Long Service Leave reserve.
- Resources and Equipment - Library Collections, Furniture and IT Equipment assets have been updated
- Payables include payment owing for BAS and Super Guarantee payments.

#### 4. Capital Works

Statement of Capital Works	2024/2025 Budget \$	2024/2025 Actual \$	Anticipated Variance \$	YTD Budget \$	YTD Actual \$	Variance \$
Library						
Collections,	1,820,250	1,809,850	10,400	1,820,250	1,809,850	10,400
Furniture &						
Equipment	69,615	76,028	(6,413)	69,615	76,028	(6,413)
IT Assets	190,000	201,594	(11,594)	190,000	201,594	(11,594)
Motor						
Vehicles	0	37,444	(37,444)	0	37,444	(37,444)
<b>TOTAL CAPITAL WORKS</b>	<b>2,079,865</b>	<b>2,124,916</b>	<b>(45,051)</b>	<b>2,079,865</b>	<b>2,124,916</b>	<b>(45,051)</b>
Represented by:						
Asset Renewal						
Expenditure	2,079,865	2,124,916				
<b>Source of Funding</b>						
Council Contributions	2,079,865	2,005,189				
Capital Surplus c/fwd		119,727				
<b>Total Funding</b>	<b>2,079,865</b>	<b>2,124,916</b>				

## 5. Cash Flow Statement

Cash Flow as at 30 June 2025	2024/2025 30-06-25	2023/2024 30-Jun-24
<b>Cash flows from operating activities</b>		
Council Contributions	10,560,408	10,211,601
State Government Grants	1,914,028	1,914,028
Interest from Investments	233,201	193,475
Other Income	133,520	168,240
Other Grants	155,652	177,962
Payments to Employees / Suppliers	(10,572,155)	(11,435,888)
<b>Net cash provided by operating activities</b>	<b>2,424,654</b>	<b>1,229,418</b>
<b>Cash flows from Investing Activities</b>		
Payments for Collections, IT & Equipment	(2,124,916)	(2,101,814)
Proceeds from sale of Equipment	15,000	5,059
<b>Net cash provided by investing activities</b>	<b>(2,109,916)</b>	<b>(2,096,755)</b>
Net increase (decrease) in cash held	314,737	(870,339)
Cash at the beginning of the year	2,843,516	3,713,857
Cash at the end of the year	3,158,253	2,843,518
<b>Reconciliation of Operating Result and Net Cash Flows from Operating Activities</b>		
<b>For the period ending 30 June 2025</b>		
<b>Net surplus (deficit) from operations</b>	<b>(347,921)</b>	<b>11,138</b>
Depreciation	1,829,348	1,186,719
(Profit) Loss on Disposal of Fixed Assets	560,070	658,953
Net movement in current assets & liabilities	383,157	(627,392)
<b>Net cash inflow (outflow) from operating activities</b>	<b>2,424,654</b>	<b>1,229,418</b>
<b>Cash Resourcing</b>		
Cash Assets	3,158,253	2,843,518

### Commentary:

Cash flow in line with income statement variances.

### Conclusion:

The 2024/2025 Budget is based on a 'break even' cash position (i.e. total cash outlay will equal total cash inflow).





### **INSTRUMENT OF DELEGATION TO CHIEF EXECUTIVE OFFICER 2025**

Whereas the Whitehorse Manningham Regional Library Corporation has by resolution on the 19th of March 2025 determined to delegate those of its powers, duties and functions in the manner set out below:

Now therefore the Board by this instrument.

- i) delegates to its Chief Executive Officer all the powers, duties and functions of the Regional Library which the Board is authorised to delegate in accordance with the Local Government Act, 1989 (Section 197B) with the following exceptions:
  - That any delegation to expend funds be limited to \$300,000, within approved budget parameters.
  - That no delegation to borrow funds be authorised without the approval of the Board;
  - That the entry into any contract other than staff contracts to the value of \$300,000 or more require Board approval;
- ii) authorises the Chief Executive Officer to delegate such powers of the Board to a member or members of library staff according to the Whitehorse Manningham Regional Library Corporation Schedule of Authorisation Levels.

#### **NOTES**

- 1) For the purposes of this Instrument of Delegation the Chief Executive Officer means any person appointed by the Board to be its Chief Executive Officer or any person acting in that position.
- 2) The powers delegated to the Chief Executive Officer include the power to accept, negotiate or decline contracts, tenders, purchasing agreements or any other arrangements for:
  - The supply of goods, services plant or capital items or other assets of the Corporation;

- The disposal of goods, services plant capital items or other assets of the Corporation;
  - The provision of services by the Corporation to any person or organisation.
- 3) The Chief Executive Officer shall take custody of the Corporation's Common Seal. The Seal will be attached to a document only when such decision has been authorised by formal decision of the Corporation. Where a document does not need to be executed under the Seal of the Corporation it may be signed by the Chief Executive Officer or any other officer who has the power to approve the transaction involved.
- 4) Delegation in personnel matters will follow the principle that the Chief Executive Officer will be responsible for recruiting, training, promoting and dismissing senior staff reporting to the Chief Executive Officer and that the next level of staff will be responsible for the recruitment, promotion, dismissal of all staff in their respective functional areas providing that more junior supervisory staff may participate, train and recommend actions in regard to recruitment, appointment and dismissal of staff. All staff appointments, promotions and dismissals must be authorised by the Chief Executive Officer.
- 5) The Chief Executive shall determine on any issue or take any action arising out of or connected with any duty imposed, or function or power conferred on the Corporation under the Act or any other Act.

DATED the 20th day of August 2025

The COMMON SEAL of the WHITEHORSE MANNINGHAM REGIONAL LIBRARY CORPORATION was affixed hereto in the presence of:

Signed \_\_\_\_\_  
(Chairperson)

Signed \_\_\_\_\_  
(Chief Executive Officer)

## SCHEDULE OF AUTHORISATION LEVELS

In accordance with the Local Government Act 1989

NAME / TITLE	CONTRACT	SUPPLY OF GOODS & SERVICES BY WMRLC	PROVISION OF GOODS & SERVICES BY WMRLC	WAIVER/ REFUND
<b>CEO</b> Sally Both	\$300,000	\$300,000	\$300,000	\$20,000
<b>Managers</b> Pooja Sareen Jonathan Gosden Katie Norton Tracey Olive Prathap Wickramage	Nil	\$5,000	\$5,000	\$500
<b>Co-ordinators, Branch Managers, Team Leaders</b>	Nil	Nil	Nil	\$150

Note:

1. Electronic Funds Transfer is authorised by the Corporation's Finance Manager and then notified to the Chief Executive Officer
2. Notice of Authority registered with the Commonwealth Bank of Australia – Pooja Sareen, Sally Both, Jonathan Gosden, Tracey Olive, Katie Norton

## ATTACHMENT 7 Q4 2024/25 YTD Library Activity Trends

Performance Overview	YTD 24/25	Trend compared to same period last year
Total Branch Visits	981,419	+5.24%
New Members	14,130	-3.6%
Adult Program Attendance	11,480	+0.09%
Children and Youth Program Attendance	57,182	+2%
Information Enquiries	107,132	-1.8%
Total Loans	3,741,031	+2.2%
Home Library Service Loans	53,904	-2.1%
Public Computer sessions	146,012	+10.2%
Catalogue Searches	430,208	-90.7%
App Launches	382,782	+31%

### Notes FY 24/25:

- Catalogue searches: from this financial year, we are counting unique visits to the catalogue, not pageviews – this accounts for the dramatic drop.
- Total loans: we are using different metrics for Press Reader and Ancestry to bring us in line with PLV metrics.
- Branch visits: one of Doncaster's gates has had a fault for at least 2 months, so their visitor numbers for November and December are estimated. Doncaster and Vermont South each closed for 2 weeks for building works,
- Wi-Fi activity: from this financial year, we are using a new measure, with no historic data available – we are counting users and usage (in GB) rather than sessions.
- Suggested Purchases: the introduction of a cap and some stricter guidelines around purchasing has resulted in a drop this year.

### Loans

	Jul 2023 – Jun 2024	Jul 2024 – Jun 2025	Change	%Change
Blackburn	67,098	67,504	+406	+0.6%
Box Hill	226,123	207,263	-18,860	-8.3%
Nunawading	324,283	326,505	+2,222	+0.7%
Vermont South	187,547	170,446	-17,101	-9.1%
Bulleen	81,402	78,080	-3,322	-4.1%
Doncaster	291,016	281,383	-9,633	-3.3%
The Pines	188,629	192,691	+4,062	+2.15%
Warrandyte	23,762	25,274	+1,512	+6.4%
Virtual Loans - Renewals	1,122,036	1,095,417	-26,619	-2.4%
Virtual Loans -e-resources	1,148,253	1,296,468	+148,215	+12.9%
<b>TOTAL</b>	<b>3,660,149</b>	<b>3,741,031</b>	<b>+80,882</b>	<b>+2.2%</b>
Loans to Home Library Service Members	55,066	53,904	-1,162	-2.1%

### Branch Library Visits

	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Blackburn	40,633	41,051	+418	+1%
Box Hill	157,017	177,452	+20,435	+13%
Nunawading	154,264	170,119	+15,855	+10.3%
Vermont South	96,378	96,021	-357	-0.4%
Bulleen	60,667	62,520	+1,853	+3%
Doncaster	274,976	274,888	-88	-0.03%
The Pines	120,157	128,328	+8,171	+6.8%
Warrandyte	28,465	31,040	+2,575	+9%
<b>TOTAL</b>	<b>932,557</b>	<b>981,419</b>	<b>+48,862</b>	<b>+5.2%</b>

#### Customer Enquires responded to by library staff

	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Blackburn	3,640	5,148	+1,508	+41%
Box Hill	14,053	15,301	+1,248	+8.8%
Nunawading	20,280	16,822	-3,458	-17%
Vermont South	12,142	10,569	-1,573	-12.9%
Bulleen	10,127	9,815	-312	-3%
Doncaster	27,040	27,352	+312	+1%
The Pines	13,364	14,508	+1,144	+8.5%
Warrandyte	3,822	3,744	-78	-2%
Via Web	416	411	-5	-1%
Suggested Purchases	4,201	3,462	-739	-17.6%
<b>TOTAL</b>	<b>109,085</b>	<b>107,132</b>	<b>-1,953</b>	<b>-1.8%</b>

#### Children's and Youth Services – Program Attendances

	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Blackburn	1,911	2,230	+319	+16.7%
Box Hill	7,973	7,962	-11	-0.1%
Nunawading	9,117	9,763	+646	+7%
Vermont South	7,347	6,378	-969	-13%
Bulleen	5,485	5,561	+76	+1.4%
Doncaster	11,030	11,197	+167	+1.5%
The Pines	6,260	6,599	+339	+5.4%
Warrandyte	1,771	1,658	-113	-6.4%
Online	161	225	+64	+39.7%
Off site	4,997	5,609	+612	+12.2%
<b>TOTAL</b>	<b>56,052</b>	<b>57,182</b>	<b>+1,130</b>	<b>+2%</b>

#### Adult Program Attendances

	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Blackburn	415	363	-52	-12.5%
Box Hill	847	1,401	+554	+65.4%
Nunawading	1,110	1,412	+302	+27.2%
Vermont South	1,575	1,141	-434	-27.5%
Bulleen	721	700	-21	-2.9%
Doncaster	2,537	2,951	+414	+16.3%
The Pines	712	680	-32	-4.5%
Warrandyte	1,010	844	-166	-16.4%
Online	417	277	-140	-33.5%
Off site	2,126	1,711	-415	-19.5%
<b>TOTAL</b>	<b>11,470</b>	<b>11,480</b>	<b>+10</b>	<b>+0.8%</b>

### Website & Catalogue Activity

	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Library Website visits	896,875	952,305	+55,430	+6.2%
Catalogue Searches	4,631,939	430,208	-4,201,731	-90.7%
App launches	292,245	382,782	+90,537	+30.9%
Virtual loans (Internet renewals)	1,122,036	1,095,417	-26,619	-2.4%
Virtual loans (database usage)	1,148,253	1,296,468	+148,215	+12.9%
<b>TOTAL</b>	<b>N/A</b>	<b>N/A</b>		

### Public Computer and Internet Use

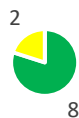
	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>% Change</b>
Blackburn	4,379	4,225	-154	-3.5%
Box Hill	40,382	42,310	1,928	+4.7%
Nunawading	23,152	29,249	6,097	+26.3%
Vermont South	8,575	8,867	292	+3.4%
Bulleen	8,849	7,263	-1,586	-17.9%
Doncaster	34,815	39,632	4,817	+13.8%
The Pines	10,315	11,556	1,241	+12%
Warrandyte	1,834	2,849	1,015	+55.3%
Nintendo Wii sessions	153	61	-92	-60.1%
WiFi sessions	338,866	New measure		
<b>TOTAL</b>	<b>N/A</b>	<b>N/A</b>		

### New Members





	<b>Jul 2023 – Jun 2024</b>	<b>Jul 2024 – Jun 2025</b>	<b>Change</b>	<b>%Change</b>
Blackburn	1,610	1,541	-69	-4.3%
Box Hill	3,268	3,079	-189	-5.8%
Nunawading	2,283	2,256	-27	-1.2%
Vermont South	1,310	1,209	-101	-7.7%
Bulleen	774	649	-125	-16.1%
Doncaster	3,391	3,446	55	+1.6%
The Pines	1,315	1,273	-42	-3.2%
Warrandyte	627	606	-21	-3.3%
Home Library	80	71	-9	-12.5%
<b>TOTAL</b>	<b>14,658</b>	<b>14,130</b>	<b>-528</b>	<b>-3.6%</b>


## ATTACHMENT 8 Q4 2024/25 SERVICE PERFORMANCE REVIEW

YTD Action Plan progress



■ Completed  
■ In progress

	Headline	Q4 Key Performance Indicators at a glance	Q4 Key Story Highlights
	<b>COMMUNITY PARTICIPATION AND ENGAGEMENT</b>	133 customer feedback submissions responded to (vs 88 in Q3) ↑ +5 YTD library visitation vs 23/24 ↑ +2% YTD program attendances vs 23/24 ↑ 4,022 Open Library visits vs 1,583 in 23/24 ↑	Customer feedback submissions in Q4 included 49 compliments (vs 47 in Q3)- staff, Open Library, collections, programs, Library of Things, Home Library service, Youngster program 50 complaints (vs 23 in Q3)- noise, air conditioning, lack of available seating 24 suggestions – more school holiday programs, more Persian story times, container deposit scheme within library
	<b>MARKETING AND COMMUNICATIONS</b>	+304 eNewsletter Events subscribers ↑ +19 Facebook followers ↑ +43 Instagram followers ↑	Total eNewsletter subscribers has increased to 20,218 Social media engagement has increased with a total Facebook followers of 4,740 and Instagram followers 1,550
	<b>LIBRARY COLLECTIONS AND RESOURCES</b>	-3% YTD physical loans vs 23/24 ↓ +15% YTD e-book loans vs 23/24 ↑ +13% YTD use of e-resources vs 23/24 ↑ +31% YTD use of Library App vs 23/24 ↑	<ul style="list-style-type: none"> <li>Review of digital resource subscriptions resulting in a forecast savings of \$31k</li> <li>All Junior and Young Adult collections are now 'floating' to reduce daily amount moving between branches</li> </ul>
	<b>MANAGEMENT AND ADMINISTRATION</b>	12.7% YTD staff turnover vs 5.5% 23/24 ↑ 75.25 FTE vs 75.33 in 2024→	<ul style="list-style-type: none"> <li>Migration to Snapforms for web and internal forms - forecast annual savings \$3,710</li> <li>Licence upgrade to support enhanced remote IT troubleshooting, reducing IT support travel to branches</li> <li>Helpdesk software replaced, enhancing efficiency – forecast annual savings \$18k</li> </ul>

	Headline	Q4 Key Performance Indicators at a glance	Q4 Key Story Highlights
	<b>REPORTING AND GOVERNANCE</b>	4 successful grant applications	<ul style="list-style-type: none"> <li>• Review of Strategic Risks and Tolerances commenced</li> <li>• Draft Library Plan 2025 -2029 developed</li> </ul>